

**STATE OF NEW HAMPSHIRE  
DEPARTMENT OF HEALTH AND HUMAN SERVICES  
DIVISION FOR BEHAVIORAL HEALTH  
BUREAU OF MENTAL HEALTH SERVICES**

**COMMUNITY MENTAL HEALTH PROGRAM  
REAPPROVAL REVIEW**



**REGION IV: RIVERBEND COMMUNITY MENTAL HEALTH CENTER**

6/27/2019

**STATE OF NEW HAMPSHIRE  
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## ACRONYMS AND DEFINITIONS

### Acronyms

### Definitions

BMHS	Bureau of Mental Health Services
BOD	Board of Directors
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CMHP	Community Mental Health Program
DBH	Division for Behavioral Health
DCYF	Division for Children, Youth and Families
DHHS	Department of Health and Human Services
ES	Emergency Service
FSS	Functional Support Services
IMR	Illness Management and Recovery
ISP	Individual Service Plan
MOU	Memorandum of Understanding
NAMI-NH	National Alliance for the Mentally Ill – New Hampshire
NHH	New Hampshire Hospital
OQAI	Office of Quality Assurance and Improvement
PSA	Peer Support Agency
QI	Quality Improvement
QIP	Quality Improvement Plan
QSR	Quality Service Review
REAP	Referral, Education, Assistance and Prevention
SFY	State Fiscal Year
SE	Supported Employment
RCMHC	Riverbend Community Mental Health Center

## I. EXECUTIVE SUMMARY

### PURPOSE

In accordance with New Hampshire Administrative Rule He-M 403, Approvals and Reapprovals of Community Mental Health Programs (CMHP) occur every five years. The purpose of He-M 403 is to define the criteria and procedures for approval and operation of Community Mental Health Programs.

REGION IV: RIVERBEND COMMUNITY MENTAL HEALTH CENTER (RCMHC), headquartered in Concord, New Hampshire, submitted an application for reapproval as a Community Mental Health Program on September 14, 2018. The Department of Health and Human Services (DHHS) conducted a full program review per He-M 403, attendance and engagement with the Board of Directors during the March meeting and a site visit on 5/7/2018. The team consisted of three DHHS members, Kerri Swenson, Administrator of Community Mental Health Services, Beth Nichols, MHBG State Planner and Ann Driscoll, Administrator III.

As a result of this review process, Riverbend Community Mental Health Center was found to be in compliance with He-M 403 meeting 257 of the 262 CMHP compliance standards. **Please provide a corrective action response in the space provided and return the electronic document to BMHS within 30 days of receipt of this report.** Pending an approved corrective action response, Riverbend Community Mental Health Center will be approved as a CMHP for the period of September 1, 2019 through August 31, 2024.

### METHODOLOGY

The reapproval process included:

A review of electronically submitted materials:

- Letter of application
- Mission statement
- Written assurance of compliance with applicable federal and state laws and rules
- Identified critical unmet service needs within RCMHC's region
- A description of all programs and services operated with locations
- Current organizational chart
- Current Strategic Plan
- All current Quality Improvement Plans
- Current Disaster Response Plan
- Current Board of Director list with terms of office and the towns represented
- Current Board of Director Subcommittees list with members
- Board of Director By-Laws
- Board of Director meeting minutes for the current and one previous State Fiscal Years
- Board of Director Fiscal Committee meeting minutes for the current and one previous State Fiscal Years
- Board of Director orientation materials
- Aged accounts receivable summary for the current and one previous State Fiscal Years
- Agency Executive Staff Meeting Minutes the current and one previous State Fiscal Years
- Agency policy manual (including Board policies)
- Agency fiscal manual

- Job descriptions for Chief Executive Officer, Medical Director, Children’s Coordinator, Older Adults Coordinator, and Case Manager
- A list of current Memoranda of Understanding or Interagency Agreements
- Agency brochures

A review of supplemental sources of information:

- The most recent New Hampshire DHHS Community Mental Health Center Consumer Survey Report 2018
- BMHS Community Mental Health System Annual Report of Financial Condition for the previous State Fiscal Year
- RCMHC’s contract with BMHS
- The previous RCMHC reapproval report August 29, 2014
- Review of the RCMHC’s website
- Most recent DHHS OQAI Quality Service Review (QSR) Reports March 2019
- Most recent Assertive Community Treatment Fidelity Assessment August 9 2018
- Eligible client records from the DHHS “Phoenix” client services data system.

A site visit to RCMHC:

- Interview with the Board of Directors
- Interview with the Chief Financial Officer (CFO) and the review of current financial documentation
- Interview with the Director Human Resources for review of personnel files
- Interview with the Quality Improvement Director
- Interview with the Program Management Team

Subsequent and prior to the site visit, e-mail and telephone contact took place with Sheryl Putney and Angela Beaudoin, for the purposes of answering specific follow-up questions, obtaining additional information, and clarifications.

## II. AGENCY OVERVIEW

Riverbend Community Mental Health Center Inc. is a nonprofit, community-based, mental health organization that has served the needs of individuals and families in Merrimack County, New Hampshire for more than fifty-six years.

Riverbend Community Mental Health Center is guided by the following mission, vision, and values:

**Mission Statement:** “We care for the behavioral health of our community.”

**Vision:**

- We provide responsive, accessible, and effective mental health services.
- We seek to sustain mental health and promote wellness.
- We work as partners with clients and families.
- We view recovery and resiliency as an on-going process in which choice, education, advocacy, and hope are key elements.
- We are fiscally prudent and work to ensure that necessary resources are available to support our work, now and in the future.

**Values:**

- We value diversity and see it as essential to our success.
- We value staff and their outstanding commitment and compassion for those we serve.
- We value quality and strive to continuously improve our services by incorporating feedback from clients, families, and community stakeholders.
- We value community partnerships as a way to increase connections and resources that help clients and families achieve their goals.

RCMHC provides a comprehensive array of community-based recovery and resiliency oriented mental health services for children and adults. These include;

- ✓ Intake assessment services
- ✓ Psychiatric diagnostic and medication services
- ✓ Psychiatric emergency services including mobile crisis
- ✓ Targeted case management services
- ✓ Individual, group, and family psychotherapy
- ✓ Evidence-based practices including Assertive Community Treatment (ACT), Supported Employment (SE), and Illness Management and Recovery (IMR)
- ✓ Services for persons with co-occurring Mental Illness and Substance Use disorders including Mental Health Court
- ✓ Functional support services
- ✓ Residential services and respite care
- ✓ Outreach services
- ✓ Integration of physical health with mental health
- ✓ Consultation services
- ✓ Education and support to families and community stakeholders

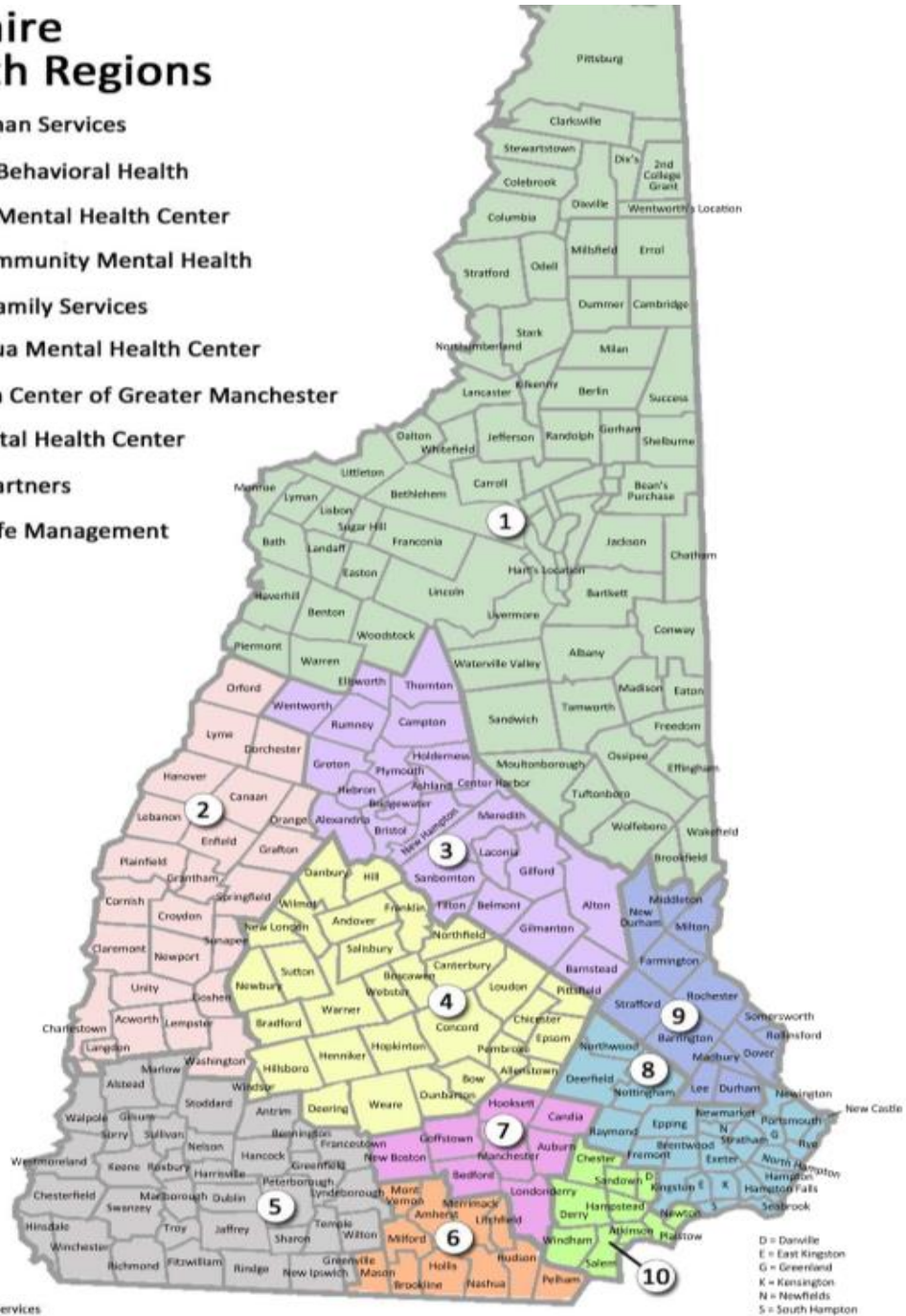
RCMHC’s website includes information on services, integrated health, training on Mental Health First Aid, and upcoming events that are available to the public. The website can be located at <https://www.riverbendcmhc.org/events/>

The towns served by Riverbend include:

Allenstown	Andover	Boscawen	Bow	Bradford	Canterbury	Chichester
Concord	Danbury	Deering	Dunbarton	Epsom	Franklin	Henniker
Hill	Hillsboro	Hopkinton	Loudon	New London	Newbury	Northfield
Pembroke	Pittsfield	Salisbury	Sutton	Warner	Weare	Webster
		Wilmot	Windsor			

## New Hampshire Mental Health Regions

- 1. Northern Human Services
- 2. West Central Behavioral Health
- 3. Lakes Region Mental Health Center
- 4. Riverbend Community Mental Health
- 5. Monadnock Family Services
- 6. Greater Nashua Mental Health Center
- 7. Mental Health Center of Greater Manchester
- 8. Seacoast Mental Health Center
- 9. Community Partners
- 10. Center for Life Management



State of New Hampshire  
Department of Health and Human Services

### III. GENERAL OBSERVATIONS

Riverbend Community Mental Health Center employs a dynamic group of individuals who are passionate and committed to patient-centered recovery models of care for the consumers they serve. From the Board of Directors and Management Team to the review of consumer records, evidence was abundant in the adaption of the mission and vision in the daily functioning of the organization.

RCMHC has led groundbreaking efforts in the destigmatizing of mental illness and efforts to conduct community education outreach and consultation. “Changing Direction,” a course in Mental Health First Aid is offered to the community to increase acceptance levels of mental illness. Art shows, music exhibitions, documentary showings, and the production of “This Is My Brave” have all allowed the expression and voice of those suffering from mental illness come alive, be heard, and normalized. Board members as well as members of the management team reiterated the activities above and added several trainings to the “Concord Hospital system, NH First Responders and general public education.” Additionally, board members commented on the connection that the CEO has made with the public through ongoing media efforts with, “ongoing weekly radio segments with NPR and multiple newspaper articles combatting stigma.” As a testament to its service mission, Riverbend Community Mental Health Center was awarded the 2019 Nonprofit of the Year award by the New Hampshire Charitable Foundation.

The leadership team at RCMHC is mindful in “communicating the vision and program strategy with all staff and programs” to produce a shared mission and values throughout the organization. As per the Riverbend website, “Evidence-based models of treatment guide all our work, and we strongly believe in the power of resilience and recovery” (2019). This message becomes apparent when assessing the program’s ability to monitor and implement quality improvement strategies that have improved from year to year. For example RCMHC improved the fidelity ACT score from 106 to 107 (Assertive Community Treatment Fidelity Assessment, 2018) and the Quality Service Reviews show a 30% increase in both implementation of ACT services and appropriateness of employment treatment planning (Quality Service Review, 2019).

#### Positive Observations:

- Management stressed the transparency of the budget process, stating “program directors make up initial budget [team]” and that the budgeting process is data-driven.
- Board members participate in a half-day orientation, were familiar with the scope of their responsibilities, and apply diligence to all related processes.
- The Board is active in the community, reaching out to potential partners such as the Second Start program.
- Riverbend has a dynamic fundraising program that often include enrichment components; for example, Riverbend participates in the Me2 Orchestra regional program.
- Both the (Concord) city police and fire departments are represented on the Board; this strengthens and improves the quality of community-based services.

Both the management team and the Board cited the effectiveness of two “Town Halls” per year that bring together both groups.

Finally, in response to the consumer satisfaction survey (2018) Riverbend Community Mental Health Center scored positively in most domains.



Satisfaction Domains	Riverbend Community Mental Health Center 2016-18		Statewide 2016-18		Difference
	Total N	CMHC %	Total N	Statewide %	
Access	268	77	2492	72	4.5
Participation in Treatment Planning	255	69	2366	68	0.3
Quality and Appropriateness	260	80	2423	80	0.7
Social Connectedness	261	56	2443	56	-0.8
Functioning	265	56	2448	55	0.5
Outcomes	255	51	2361	48	3.3
General Satisfaction	267	76	2478	77	-0.3
Health and Wellness (state added)	254	65	2340	62	2.3
Self-Determination (state added)	267	73	2475	72	0.8

Note: There were no statistically significant difference in scores between the center and statewide.

## IV. PROGRAM OPERATIONS AND GOVERNANCE

### OBSERVATIONS, RECOMMENDATIONS, AND CMHC RESPONSES

Included below are the relevant findings from the reapproval review as they pertain to He-M 403, Approval and Operation of Community Mental Health Programs. Each finding is listed with a reference to the rule requirement, observations from the review, recommendations for corrective action, and space allotted for a corrective action response from the agency. **Please provide a corrective action response in the space provided and return the electronic document to BMHS within 30 days of receipt of this report. Each item in need of addressing has an identified time frame for resolution.**

- 1. REQUIREMENT: He-M 403.03 (b) (4) requires: Members shall be generally representative of the geographic area served by the CMHP and shall include representation by consumers and family members of consumers.**

**OBSERVATION:** Thirteen (13) out of eighteen (18) Board Members are concentrated in the Concord area.

**RECOMMENDATION:** As board seats open, increase and expand diversity, increasing the proportion of towns represented as well as ensuring inclusion of a consumer and/or family member, and representatives of the refugee community on the board of directors.

**DUE DATE:** Rolling as board seats open.

**CMHP RESPONSE:** Click or tap here to enter text.

- 2. REQUIREMENT: He-M 403.05 (h) (2) requires: The senior executive officer shall be selected, employed, and supervised by the CMHP board of directors/advisory board in accordance with a published job description and a competitive application process**

**OBSERVATION:** Job description of Executive Director cites that the CEO reports to the CEO.

**RECOMMENDATION:** Revise the Executive Director job description to state, “the position shall be selected, employed and supervised by the CMHP Board of Directors”.

**DUE DATE:** 9/1/2019



**CMHP RESPONSE:** Click or tap here to enter text.

3. **REQUIREMENT: He-M 403.05 (h) (3) requires: The Senior Executive Officer shall be evaluated annually by the CMHP Board of Directors/Advisory Board to ensure that services are provided in accordance with the performance expectations approved by the board, and the Department's rules and contract provisions.**

**OBSERVATION:** Annual evaluation of Executive Director did not address performance related to contract requirements with the Department of Health and Human Services.

**RECOMMENDATION:** Address performance expectations relating to DHHS contract requirements in annual reviews.

**DUE DATE: 10/1/2019**

**CMHP RESPONSE:** Click or tap here to enter text.

4. **REQUIREMENT: He-M 403.07 (b) requires: A CMHP shall conduct criminal background checks and a review of the Office of Inspector General's List of Excluded Individuals/Entities for each newly hired and re-hired staff member.**

**OBSERVATION:** As of 5/8/2019, 1 out of 5 personnel charts did not provide evidence of obtaining a criminal background check.

**RECOMMENDATION:** Complete missing background

**DUE DATE: 10/1/2019**

**CMHP RESPONSE:** Click or tap here to enter text.

5. **REQUIREMENT: He-M 403.07 (d) requires: A CMHP shall conduct and/or refer staff to training activities which address objectives for improving staff competencies. Each staff member shall participate in such training activities as specified in that person's individual staff development plan and in addition shall receive ongoing training in protection of consumer rights.**

**OBSERVATION:** As of 5/8/2019, 3 of 5 personnel charts did not provide evidence of ongoing training in protection of consumer rights and/or standard HIPAA regulations.

**RECOMMENDATION:** All staff are required to have ongoing training in consumer rights and HIPAA regulations. Complete the missing trainings in this area by the due date.

**DUE DATE: 10/1/2019**

**CMHP RESPONSE:** Click or tap here to enter text.

## **V. FINANCIAL OPERATIONS**

Please note that the format of this section differs from the above report. This is due in part to He-M 403 not including most financial areas addressed during the reapproval review. The areas below are addressed in Bureau of Mental Health service contract.

Riverbend has complied with all of the Maintenance of Fiscal Integrity requirements including submission of timely financial reports and all of the required ratios included in the contract.

**BMHS staff would like to thank the Board and all of the staff at Riverbend Community Mental Health Center for their time, support, and patience during the reapproval process.**

***END OF REPORT***